



# **FIVE-YEAR STRATEGIC PLAN**

**FY 2005 to FY 2009**

Updated, December 31, 2004

*Strengthening Public Safety in Our Communities through  
Excellence in Corrections*

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**Department of Corrections  
Five-Year Strategic Plan, FY 2005 to FY 2009, updated 12/31/04**

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## **Overview**

Management and labor representatives in the Arizona Department of Corrections (ADC) came together a number of times during Fiscal Year 2004 to prepare the agency's Five-Year Strategic Plan as is required by Arizona Laws 2002, Chapter 210 (SB 1436). The team continued to meet during Fiscal Year 2005 including an agency-wide rollout last August with significant participation from all three divisions and every prison complex.

The ADC Strategic Plan (the Plan) is the process by which the Department develops clear, simple and evidence-based programs and outcomes. The Plan sharpens the Department's focus, consolidates its activities, and harnesses our energy for maximum results which continues to build an ADC system that incorporates the field's best practices into an agency that is secure, ensures the public's safety, and prepares offenders for their release as civil and productive citizens well before the conclusion of their sentence and release to the community. It is our roadmap to flagship status.

The Plan's outcome-oriented design takes a long-term approach to public safety, emphasizes efficient processes and effective practices, and employs problem-solving strategies to reduce the cost of government and risk to its citizens. The four strategic issues presented in the Plan and their implementing strategies maximize staff, space, time and other basic resources for the public's benefit. Accomplishing each issue is critical in helping ADC fulfill its mission to provide the longest lasting public safety.

The Department's Parallel Universe approach to Re-Entry preparation has yielded a number of positive outcomes in its first full year of operation including marked reductions in inmate-on-inmate and inmate-on-staff assaults and inmate grievances in the prisons and an appreciable decrease in technical revocations of offenders completing their sentences on community supervision. Over time, it is expected that our approach to pre-release planning will lower recidivism will reduce its attendant costs. Parallel Universe is the process by which inmates use all of the time they are confined acquiring the skills essential to citizenship – literacy, employability and sobriety – and practice pro-social decision-making through programming that imparts our communities' core values. Parallel Universe emphasizes preparation for re-entry: It is future focused and victim friendly. It empowers a professional correctional workforce to make change happen in its prisons and on community supervision system. Its enriched continuum of sanctions, supervision strategies, and program services supports a correctional system that shapes newly released offenders to more likely be self-sustaining and law-abiding citizens and less likely to relapse, to be revoked for technical reasons or to re-offend.

The Department relies on excellence and professionalism in its workforce to maintain safety and security in its correctional facilities and its field operations, and to effectively introduce and successfully implement the Parallel Universe approach to improving the state's correctional outcomes. To this end, the Department renews its commitment to improve the quality of work life for employees, increase its staff development and training endeavors, empower supervisory and subordinate personnel alike to make change happen, and to employ proven strategies to improve recruitment, retention and recognition of its correctional professional workforce.

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**Agency Vision**

Strengthening Public Safety in Arizona Communities through Excellence in Corrections

**Agency Values**

- Prizing staff as our most valuable resource.
- Rewarding staff performance that contributes to our shared values, mission, and goals.
- Treating every person with integrity and respect.
- Promoting a high quality of work life.
- Affirming leadership and professionalism are responsibilities shared by all employees.
- Holding each individual accountable for their actions.
- Empowering all individuals to contribute.
- Celebrating our successes.
- Learning from our mistakes.
- Providing an environment in which everyone can be safe, civil, and productive.
- Remembering people can change when provided opportunity and positive reinforcement.
- Offenders are responsible to repair harm they caused to crime victims.
- Treating all crime victims and survivors with fairness, respect, and dignity.
- Incorporating principles of Restorative Justice in our correctional policies and processes.
- Developing meaningful community partnerships.
- Always using scarce resources wisely.

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**Agency Mission**

The Arizona Department of Corrections recruits and recognizes a well-trained, professional work force to serve and protect our communities and their crime victims by effectively employing the field's best security practices and proven pre-release programming to prepare for the release and reintegration of ex-offenders as civil, productive citizens.

**Agency Description**

The Department serves and protects the people of the State by incarcerating inmates in its correctional facilities, and supervising released offenders in the community in keeping with the field's best practices notably, periodically assessing their needs and risks and providing commensurate levels of supervision and program services that promote literacy, employability, sobriety and accountability to crime victims, thereby reducing the likelihood of relapse, revocation and recidivism and increasing the likelihood the felon population will be law-abiding, productive citizens when their sentence is served and they are released.

**Agency Customers and Stakeholders**

ADC strives to serve its customers and stakeholders:

- Arizona Citizens and Taxpayers
- Crime Victims and their Families
- ADC Employees
- ADC Employees' Families
- ADC Employee Organizations
- Correctional Volunteers
- Offenders
- Families and Friends of Offenders
- Community Service Organizations that assist Offenders and Ex-offenders
- Offender Advocacy Groups
- Executive, Legislative and Judicial Branches of Arizona government
- Federal, State, and Local Law Enforcement Agencies
- Municipalities
- Neighborhood crime watch groups
- Educational Institutions
- Private Sector Partners
- Contractors and vendors
- Media/Press
- Future Generations

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*The department's Professional Principles guide us in making ethical decisions and acting in an ethical manner. As employees of the Arizona Department of Corrections, we strive towards excellence in our every action by incorporating our code of conduct for correctional professionals at work and all other occasions.*

**Professional Principles**

- We abide by all of the laws of the United States and the State of Arizona and model the profession's highest ethical and moral behavior at all times.
- We perform all of our work assignments in a responsible manner because the public's trust and confidence in the department rests with each of us.
- We are always diligent in the performance of our duties because our every action affects the safety and security of others.
- We expect proficiency and strive for excellence in our work performance.
- We pursue continuous professional growth and development, seek self-improvement and accept constructive criticism.
- We are teachers and leaders.
- We are professional in all that we say and do in the workplace.
- We report misconduct.
- We celebrate others' successes.
- We communicate honestly and appropriately in word and action.
- We recognize and respect the similarities and differences in those who work with us and those who we serve.
- We treat everyone with respect and fairness.

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*The department's Professional Principles guide me in making ethical decisions and acting in an ethical manner. As an employee of the Arizona Department of Corrections, I strive towards excellence in my every action by incorporating our Code of Conduct for correctional professionals in my work and all other activities.*

**Code of Conduct**

- I abide by all of the laws of the United States and the State of Arizona and model the profession's highest level of ethical and moral behavior at all times.
- I perform all of my work assignments in a responsible manner because the public's trust and confidence in the Department rests with me.
- I am always diligent in the performance of my duties because my every action affects the safety and security of others.
- I am proficient and strive for excellence in my work performance.
- I pursue continuous professional growth and development, seek self-improvement and accept constructive criticism.
- I am a teacher and a leader.
- I am professional in all that I say and do in the workplace.
- I report misconduct.
- I celebrate others' successes.
- I communicate honestly and appropriately in word and action.
- I recognize and respect the similarities and differences in those who work with us and those who we serve.
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**Overview, Agency Strategic Issues and Goals**

**STRATEGIC ISSUE 1: Improve public safety *now* through facility and field operations, employing Corrections' best practices**

**GOAL 1:** Agency personnel are knowledgeable and proficient in the Department's core competencies and all units and sections consistently comply in full with essential policies and procedures.

**GOAL 2:** A continuum of supervision strategies and evidence-based program services and an array of meaningful incentives and sanctions eliminate idleness and productively engage all programmable offenders.

**GOAL 3:** Interactions between and among staff and offenders are appropriate.

**STRATEGIC ISSUE 2: Improve public safety *later* by reducing offenders' relapse, revocation and recidivism**

**GOAL 4:** Create and maintain a correctional environment imbedded with real world expectations to instill and reinforce offenders' civil and productive behavior throughout their sentence to ADC.

**GOAL 5:** Provide general population offenders with sufficient skill sets and realistic pre-release preparation throughout their sentence to ADC to rejoin their communities as civil and productive ex-offenders and remain crime-free and self-sustaining.

**GOAL 6:** Identify high-risk, high-need offenders and inmates with short stays and adjust correctional supervision strategies and program services accordingly so that they also rejoin their communities as civil and productive ex-offenders and remain crime-free and self-sustaining.

**GOAL 7:** In partnership with others develop and provide a timely and comprehensive transition-specific Re-Entry program for every inmate prior to their discharge from prison.

**STRATEGIC ISSUE 3: Recruit, retain, and recognize excellent ADC staff that represents this flagship agency**

**GOAL 8:** Attract, hire and retains a qualified, professional, and diverse correctional workforce, and recognizes staff's contributions to the achievement of the department's mission, goals and objectives.



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**GOAL 9:** Offer a continuum of state-of-art pre-service, in-service and career development training programs prepares the ADC workforce to assume and perform their duties with excellence.

**GOAL 10:** Create a workplace environment sustains cultural change towards excellence and prizes professionalism and its workforce.

**STRATEGIC ISSUE 4: Provide victim-focused and victim-friendly services to crime victims and survivors**

**GOAL 11:** Expand crime victims' access to the Department, provide meaningful contact for crime victims with selected offenders, and offer credible support services to crime victims and their families.

**GOAL 12:** Expect offenders to be involved in victim-focused activities that promote awareness and understanding of the impact of their criminal conduct on crime victims and to make amends to crime victims for their unlawful behavior.

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**STRATEGIC ISSUE 1: Improve public safety *now* through facility and field operations,  
employing Corrections' best practices**

During FY04, ADC admitted 16,251 offenders of which number, 48 percent were not new court commitments but revocations from probation and community supervision for technical reasons. With a designated bed capacity of 29,136 and an offender count of 31,937, ADC ended the fiscal year with a deficit of 2,801 beds, operating at 110 percent of its capacity on June 30, 2004, an improvement of five percent from the prior year. Full time programming of the population improved; 62 percent of the eligible population were productively engaged at least on a part time basis. The immediate impact of increasing evidence-based programming on the department's overcrowded prisons and under-funded field offices was to cut the numbers of inmate-on-inmate and inmate-on-staff assaults and inmate grievances in the prisons, and to lower the rate of technical revocations. To operate a correctional system efficiently and effectively whose prisons are overcrowded and its community corrections unit is short on intermediate sanctions, every work location must press for excellence, complying in full with Department policy and procedure, and every correctional professional in ADC perform his duties proficiently. Establishing peer-review teams to assess units' compliance with policies and procedures, ensuring all staff masters core correctional competencies, and improving core security practices is improving public safety now as will moving further and faster towards full-time programming of all eligible offenders. [per Steve, remove from this version as not in place 2004]

**Strategies:**

**To be completed in FY 2005, led by the Division of Offender Operations**

1. Establish ADC's current permanent capacity; simplify and clarify agency definitions for capacity and bed types.
2. Develop a five-year bed plan that includes the identification of and proposed deactivation dates for certain (emergency, temporary, provisional, out-of-state, private, and otherwise unsuitable) beds as well the activation of permanent, in-state beds.
3. Set parameters for a facilities' master plan that includes identification of activities whose performance is maximized by centralizing, decentralizing or regionalizing endeavors.
4. Institute annual assessment of emergency preparedness utilizing the National Institute of Corrections (NIC) instrument, all prison complexes.
5. Formalize collaboration and emergency preparedness training with the law enforcement community.
6. Enhance the Back to Basics (B2B) approach to staff safety and staff development by adding more core competencies to the proficiency testing of security staff and expanding testing to include other department staff; providing additional On-the-Job Training (OJT) and On the-Job Retraining (OJRT) as necessary.
7. Expand the B2B approach to auditing by enlisting more ADC subject matter experts (SME) in the process and incorporating additional important agency policies and procedures in the complexes' annual assessments.
8. Improve the Field Training Officer (FTO) training program, including a periodic re-certification process for all FTO personnel.
9. Incorporate the updated strategic plan and its four issues and associated strategies, notable Parallel Universe, in the agency's pre-service, in-service, and pre-promotional programs.
10. Revamp the ADC offender classification system and complete its validation.

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11. Evaluate the three-facility pilot community-risk assessment instrument; modify as necessary and implement department-wide to ascertain/affirm the suitability of offender work assignments in prison and community work programs as soon as possible this year.
12. Finalize revisions and timely implement key security policies notably, the ADC offender disciplinary system and Incident Management System (IMS).
13. Establish and activate key advisory ADC councils with customers and stakeholders including Constituent Services, Female Offenders, Labor Relations, Inmate Health Services and Work-based Education; expand other advisory groups specifically, ACI and Religious Services.
14. Establish and activate primarily internal self-assessment groups and improvement processes to improve service delivery systems notably the Quality Assurance Committee, the Inmate Suicide Prevention Protocols, and the Inmate Mortality/Morbidity Review.
15. Complete the revision of duties of programs series staff (CO III and IV) and implement.
16. Improve and expand the continuum of supervision strategies and programs services, and institute an array of incentives and sanctions to reduce idleness and create conditions of confinement as much like the real world as is possible in a secure setting.
17. Improve and expand the continuum of supervision strategies and programs services, and institute an array of incentives and sanctions to create conditions for community supervision as much like the real world as is possible.
18. Develop step-down processes including re-entry to general population for certain sex offenders, validated Security Threat Group (STG) members, and foreign nationals.
19. Prepare a FY07 budget request to timely implement a fully automated time computation and offender management system department-wide.
20. Offset the impact of overcrowding and eliminate idleness by identifying the “programmable” population at intake and developing enough full time work assignments to employ at least 65 percent of all eligible inmates by the end of FY05.
21. Finalize the new Population Management processes and conduct a department-wide analysis of the suitability of assignments of populations to certain units and complexes.
22. Publish universal definitions to measure agency outcomes and track progress monthly.
23. Monitor population management trends (complaints by and on behalf of inmates, staff, crime victims, and others; inmate major and minor rule violations, assaults, and uses of force; and percentage of programmable offenders productively engaged full time, as examples) to improve ADC systems.
24. Identify and implement gender-specific supervision and programming strategies suitable for female offenders in prison and on community supervision.
25. Identify and implement outstanding Blue Ribbon Panel (BRP) recommendations and remaining Opportunities for Improvement (OFI) activities as soon as funding permits.
26. Develop a method by which maintenance staff routinely receives in-service and professional development.

**To be completed in FY 2006, led by the Division of Offender Operations**

1. Utilizing the new ADC inmate classification system, re-assess the population for risk by December 31 and reassign inmates as warranted annually thereafter.
2. Using the data from the risk classification re-assessment, finalize the five-year bed plan, reflecting the numbers of beds needed for male and female inmates by custody level.
3. Revise and validate ADC classification system for offenders on community supervision.
4. Integrate findings from the NIC emergency preparedness assessments into the B2B approach to staff safety and staff development by adding more core competencies to the

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proficiency testing of security staff and expanding testing to include other department staff; providing additional OJT and OJRT as necessary.

5. Continue to expand the B2B approach to auditing by enlisting additional ADC SME in the process and incorporating other important agency policies and procedures in the complexes' annual assessments.
6. Implement the revised FTO training program, and begin periodic re-certification of all FTO personnel within the next three years.
7. Institute improved process ensuring key security policies are routinely reviewed and revised.
8. Train and certify all COIII staff and community corrections personnel to administer the Department of Health Services (DHS) universal core assessment and develop discharge plans for offenders.
9. Standardize ADC core assessment and discharge plan process; ensure all offenders are assessed and discharge plans are developed by COIII staff in conjunction with community corrections personnel prior to discharge from prison.
10. Improve and expand the continuum of supervision strategies and program services, the array of incentives and sanctions to create conditions for community supervision as much like the real world as possible while completing one's sentence on parole.
11. Revamp the PACE process and identify criteria to evaluate work performance of supervisors and manages towards the timely achievement of the agency's strategic plan.
12. With funds to be received in the FY07 budget request, plan timely installation of a fully automated time computation and offender management system department-wide.
13. Continue to offset the impact of overcrowding and eliminate idleness by identifying the "programmable" population and developing enough full time "work" assignments for at least 80 percent of all eligible inmates to be productively engaged by the end of FY06.
14. Utilizing the new Population Management processes, re-assign identified populations to units and complexes better suited to meet operational requirements.
15. Using universal definitions to measure agency outcomes and track progress monthly begin to annually assess divisions' progress towards meeting published goals.
16. Continue to monitor population management trends (complaints by and on behalf of inmates, staff, crime victims, and others; inmate major and minor rule violations, assaults, and uses of force; and percentage of programmable offenders productively engaged full time, as examples) to improve ADC systems.
17. Identify and implement outstanding BRP recommendations and remaining OFI activities as funding permits.
18. Implement the revised ADC offender disciplinary system.
19. Maintain processes by which maintenance staff routinely receives in-service and professional development.

**To be completed in FY 2007, led by the Division of Offender Operations**

1. Utilizing the new ADC inmate classification system, begin annual re-assessment of the population for risk.
2. Develop the FY08 budget request and bed plan using the data from the risk classification re-assessments.
3. With funds received in the FY07 budget request, timely installation of a fully automated time computation and offender management system department-wide.
4. Continue to offset the impact of overcrowding and eliminate idleness by identifying the "programmable" population and developing enough full time "work" assignments for 90

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percent of eligible inmates to be productively engaged by the end of FY07.

5. Identify and implement any outstanding BRP recommendations and remaining OFI activities as quickly as funding permits.

**FY 2008 to FY 2009, Ongoing, led by the Division of Offender Operations**

1. Collaborate and share resources with other community emergency preparedness systems.
2. Partner with community and government organizations for resource development.
3. Fully utilize existing treatment space, program slots and staff time.
4. Identify root causes of legitimate inmate complaints and institute systemic changes.
5. Identify staff's successes and routinely recognize their contributions.
6. Inform the department's customers and stakeholders about its activities and outcomes.
7. Routinely monitor ADC activities and outputs for compliance, regularly publish results.
8. Develop formal process to acquire, evaluate, disseminate and adopt-adapt as appropriate the field's best and next practices.
9. Continue to revise and refine staff development to include the field's best and next practices.
10. Continue to monitor and benchmark population management trends and anticipate and respond to changes in individual units, complexes, and/or field.
11. Develop as many meaningful partnerships as possible with stakeholders.
12. Maintain full employment of all programmable inmates.
13. Provide only those programs services whose efficacy is demonstrated in the literature.
14. Encourage staff to be involved in their local community and recognize those who are.
15. Develop constituencies in the public and private sectors to advocate for ADC activities.
16. Continue to develop community resources that are readily available and affordable.
17. Maintain lapse and relapse prevention and substance abuse interdiction efforts.
18. Provide timely re-assessment of need for intervention and risk for relapse and appropriate mandatory substance intervention to inmates determined to be using drugs and consuming alcohol.
19. Continue to identify and prioritize the referral of offenders to program services according to their needs/risk per intake information and classification processes and time to serve.
20. Offset the impact of overcrowding and eliminate idleness by identifying the "programmable" population and developing enough full time "work" assignments for 100 percent of all eligible inmates to be productively engaged.

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**STRATEGIC ISSUE 2: Improving public safety *later* by reducing offenders' relapse, revocation and recidivism**

During FY 2004, 37 percent of all offenders admitted to ADC were committed or returned to custody as a result of technical violations of community supervision, an improvement over FY 2003 when 45 percent of the incoming population had been revoked by the court or the Board of Executive Clemency. The remaining 63 percent of all admissions last year were sentenced to prison for new felony offenses. Few of these inmates were first time felons and most had criminal histories including prior arrests, jail time and/or placements on probation. About 75 percent of the population reported using drugs or alcohol at the time of their arrest and were in need of substance abuse intervention, about 13.3 percent substance education and the remaining 86.6 percent, treatment. Further, 37 percent of all admissions to ADC served six or fewer months; the remaining 63 percent served about 46 months in ADC. About two-thirds completed their sentence on community supervision; one fifth was discharged with no supervision, another fifth was transferred to Probation. Given the scope and severity of inmates' deficiencies at admission and the relatively short sentences they serve, ADC adopted an approach to pre-release preparation that begins day-one of incarceration and continues to the last day of the sentence and includes transition-specific services beginning about six to nine months prior to release from prison. The ADC overall re-entry initiative incorporates Parallel Universe; an approach to problem solving that emphasizes offenders' responsibility to self and accountability to others to live civil and productive lives. Increasingly, as the 96 percent of all ADC inmates who serve a term of years and when released go home, these inmates will go home better prepared to take care of themselves and their families and less likely to relapse, be revoked, or re-offend.

**Strategies:**

**To be completed in FY 2005, led by Programs Services**

1. Finalize cost effective methods to collect and analyze urine samples; 10 percent of the confined and community corrections populations each for random testing and 15 percent of the at-risk and for-cause populations for targeted population, on a monthly basis.
2. Finalize cost effective methods to randomly test 10 percent each of the confined and community corrections populations for alcohol consumption and 15 percent of the at-risk and others for-cause populations for targeted population, on a monthly basis.
3. Assist in the revision of policy to refer inmates determined to be using drugs and consuming alcohol to re-assessment of need for intervention and risk for relapse; then to appropriate mandatory substance intervention in addition to disciplinary sanctions.
4. Resolve the backlog of inmates still in need of mandatory basic education.
5. Ensure sufficient programs slots are available to enroll at least 90 percent of all programmable inmates in Work Force Development consisting of Functional Literacy (ABE), General Educational Development (GED) and Work Based Education (vocational education) by the end of FY05.
6. Ensure sufficient programs slots are available to enroll at least 20 percent of all offenders under community supervision in need of Work Force Development by the end of FY05.
7. Determine the maximum number of inmates that should be employed by Arizona Correctional Industries (ACI) and develop a business plan to achieve 100 percent employment by the end of FY09.
8. Evaluate the efficacy of all Work Force Development programs and clinical services (substance abuse, mental health, health, and sex offender treatment).

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9. Evaluate the efficacy of all self-improvement activities including religious programming, cognitive restructuring courses, parenting programs, domestic violence interventions, cultural diversity initiatives and relapse-prevention support groups such as Narcotics Anonymous and Alcoholics Anonymous.
10. Evaluate the efficacy of all leisure-time activities including recreational activities and visitation.
11. Ensure sufficient evidence-based leisure time activities are available to engage at least 65 percent of all eligible inmates in one activity every week during non-work hours by the end of FY05.
12. Ensure sufficient evidence-based self-improvement activities are available to engage at least 65 percent of all eligible inmates in one activity every week during non-work hours by the end of FY05.
13. Assist in the development of programs services and support the implementation of a step-down processes and re-entry to general population for certain sex offenders, validated Security Threat Group (STG) members, and foreign nationals.
14. Evaluate the transition-specific planning and programming currently provided to Level-1 inmates, modify as needed, and formally institute.
15. Finalize Re-Entry initiative targeting high risk-high need populations in certain zip codes.
16. Finalize transition-specific programming that will be provided to all inmates about six to nine months prior to their discharge from prison no later than FY07.
17. Complete a transportation study and recommend changes to create a comprehensive and efficient system to transport released offenders under supervision from prison to a parole office, and non-supervised offenders to their home plan.
18. Develop policies and processes to place all homeless offenders in safe and sober housing.
19. Identify issues impacting old and aging offenders; modify programs services accordingly.
20. Incorporate Parallel Universe principles in pre-service and in-service staff training.
21. Incorporate into transition-specific programming process by which eligible offenders are referred timely to the Department of Economic Security (DES) and Arizona Health Care Cost Containment System (AHCCCS) for medical and/or SSI benefits prior to release.
22. Consolidate the two remaining pharmacies into one.
23. In concert with the Governor's Efficiency Review (ER), identify ways in which inmate health care is provided as efficiently and effectively as is possible.
24. Convene a Work Force Development and Employment Development Council, composed of representatives from government agencies, businesses, colleges and universities, the victims' community, legislators and community members, to assist the Department in creating work opportunities and jobs for offenders while in prison and upon release to the community.
25. Complete transportation study and recommend changes to create a comprehensive and efficient system to transport released offenders under supervision from prison to the parole office, and non-supervised offenders to their home plan.

**To be completed in FY 2006, led by Programs Services**

1. Implement cost effective methods with ER savings to collect and analyze urine samples; 10 percent of the confined and community corrections populations for random testing and 15 percent of at-risk and for-cause populations for targeted testing, on a monthly basis.
2. Implement cost effective methods with ER savings to randomly test 10 percent of the confined and community corrections populations for alcohol consumption and 15 percent of at-risk and others for-cause populations for targeted testing, on a monthly basis.

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3. Provide timely re-assessment of need for intervention and risk for relapse and appropriate mandatory substance intervention to inmates determined to be using drugs and consuming alcohol.
4. Ensure sufficient programs slots are available to enroll at least 95 percent of all programmable inmates in need of Work Force Development by the end of FY06.
5. Ensure sufficient programs slots are available to enroll at least 50 percent of all offenders under community supervision in need of Work Force Development by the end of FY06.
6. Increase ACI work opportunities to meet 100 percent of the goal by the end of FY09.
7. Replace or revise any Work Force Development programs and/or clinical services (substance abuse, mental health, health, and sex offender treatment) that to meet evidence-based criteria for excellence in its evaluation by Programs Services and Planning, Budget and Research (PBR) unit.
8. Replace or revise any leisure-time and self-improvement activity including religious programming, recreational activities, and relapse-prevention support groups like NA and AA, failing to meet national criteria in evaluation by Programs Services and PBR unit.
9. Ensure sufficient leisure time activities are available to engage at least 80 percent of all eligible inmates during non-work hours by the end of FY06.
10. Evaluate the effectiveness of expanded or newly establish advisory councils to improve Programs Services in the areas of religious services, inmate industries, health care and female offenders.
11. Assist in the evaluation of the effectiveness of step-down and re-entry processes for certain sex offenders, validated STG members, and foreign nationals to the general population.
12. Expand as warranted the Re-Entry initiative targeting high risk-high needs populations in certain zip codes.
13. Implement department-wide and evaluate the transition-specific programming provided to all inmates serving term sentences about six to nine months prior to their discharge from prison.
14. Evaluate the impact of strategies to reduce homelessness and other factors impacting the revocation rate.
15. Evaluate the impact of policies and processes to place homeless offenders in safe and sober housing.
16. Incorporate Parallel Universe principles in core competency assessments and OJRT.
17. Implement remaining action plans to resolve BRP recommendations and OFI.
18. Evaluate impact of transition-specific programming processes by which eligible offenders are referred timely to the DES and AHCCCS for medical and/or SSI benefits prior to release.
19. Implement strategies identified in concert with the ER to provide inmate health care as efficiently and effectively as is possible.
20. Publish a plan developed with the assistance of a Work Force Development and Employment Development Council, composed of representatives from government agencies, businesses, colleges and universities, the victims' community, legislators and community members, to assist the Department in creating work opportunities and jobs for offenders while in prison and upon release to the community.
21. Complete transportation study and recommend changes to create a comprehensive and efficient system to transport released offenders under supervision from prison to parole office, and non-supervised offenders to their home plan.



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**To be completed in FY 2007, led by Programs Services**

1. Reduce by one half the numbers of positive random and targeted urine samples.
2. Reduce by one half the numbers of positive random and targeted breathalyzer.
3. Ensure sufficient programs slots are available to enroll 100 percent of all programmable inmates in Work Force Development by the end of FY07.
4. Ensure sufficient programs slots are available to enroll 100 percent of all offenders under community supervision in need of Work Force Development by the end of FY07.
5. Ensure 85 percent of inmates to be employed by ACI are employed in FY07; implement a business plan to achieve 100 percent employment of that group by the end of FY09.
6. Ensure sufficient leisure time activities are available to engage 100 percent of all eligible inmates in at least one activity during non-work hours by the end of FY07.
7. Evaluate impact of identified in concert with the ER to provide inmate health care as efficiently and effectively as is possible.
8. Implement transportation study recommended changes to create a comprehensive and efficient system to transport released offenders under supervision from prison to a parole office, and non-supervised offenders to their home plan.

**To be completed in FY 2008-FY 2009, led by Programs Services**

1. Reduce by one half again both years, positive random and targeted urine samples
2. Reduce by one half again both years, positive random and targeted breathalyzer results.
3. Maintain enrollment of 100 percent of all programmable inmates in Work Force Development in FY08, thereafter.
4. Maintain enrollment of 100 percent of offenders under community supervision in need of Work Force Development in FY08.
5. Ensure 95 percent of inmates that should be employed by ACI are working in FY08 and continue business plan to achieve 100 percent employment by the end of FY09.
6. Ensure 100 percent of inmates that should be employed by ACI achieve full time employment by the end of FY09.
7. Maintain sufficient leisure time activities so that 100 percent of all eligible inmates are engaged during non-work hours during FY08, thereafter.

**Ongoing, led by Programs Services**

1. Encourage staff to be involved in their local community, recognize those who are.
2. Develop constituencies in the public and private sectors to advocate for ADC activities.
3. Routinely monitor and periodically evaluate ADC activities and outputs for compliance; regularly publish ADC outcomes.
4. Continue to develop community resources that are readily available and affordable.
5. Evaluate and adopt-adapt as appropriate the field's best and next practices.
6. Maintain lapse and relapse prevention and drug interdiction efforts.
7. Provide timely re-assessment of need for intervention and risk for relapse and appropriate mandatory substance intervention to inmates determined to be using drugs and consuming alcohol.
8. Continue to identify and prioritize the referral of offenders to programs according to their needs/risk per intake information and classification processes and time to serve.
9. Streamline and automate data reporting systems to support program decision making that focuses on outcomes not outputs; that is, "noise."

Expand or establish advisory councils to continue to improve Programs Services.

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**STRATEGIC ISSUE 3: Recruiting, retaining, and recognizing excellent ADC staff to represent this flagship agency.**

Compensation and benefits are not competitive in many parts of the state impacting recruitment and retention efforts and making it difficult to maintain a qualified and diverse workforce. Staffing shortages, reliance on mandatory overtime, limited recognition of staff for positive performance and a large number of junior supervisors exacerbates the turnover rate of ADC employees. Today, it costs about \$10,000 to recruit and train a new Correctional Officer. ADC loses approximately 1,100 COII staff annually, a cost of over \$10 million every year. Department-wide, years of service in rank for line staff and supervisors have diminished and as a result, fewer staff is as proficient in core correctional practices. It is essential that we find and keep excellent corrections professionals. ADC adopts strategies that proactively address recruitment, retention, and recognition of a professional workforce and provide the training necessary for correctional professionals to perform their duties with excellence.

**Strategies:**

**Recruitment (new hires, rehires, promotions)**

**To be completed in FY 2005, let by Support Services**

1. Use Arizona Peace Officers Standards & Training (POST) approved certification/re-certification testing for eligible COs with previous experience in lieu of Correctional Officer Training Academy (COTA) training.
2. Invite recent resignations to return to service and make the rehire process user-friendly.
3. Implement findings of the FY04 evaluation of the impact of regional training centers and schedules for pre-service instruction on recruitment.
4. Develop an advisory group of community representatives to improve hiring processes, increase the numbers of female and minority employees recruited and hired, and improve the effectiveness of the Recruitment Unit for Selection and Hiring (RUSH) to make it more efficient and effective.
5. Improve in all ways possible salary and benefits for all ADC employees.
6. Implement action plans to resolve outstanding BRP recommendations and OFI as funding permits.
7. Recruit as many qualified volunteers in corrections as needed by the three divisions.
8. Determine the number of staff eligible to retire per job class in each of the next five years and develop a plan to retain or replace retiring staff.
9. Evaluate and improve the exit interview process.
10. Revamp the Performance Appraisal for Correctional Employees (PACE) process and identify criteria by which to evaluate the work performance of supervisors and managers toward the timely achievement of the agency's strategic plan.

**FY 2006 to FY 2009, Ongoing, led by Support Services**

1. Employ applicants whose psychological assessment scores are at or above average.
2. Improve in all ways possible equitable salary and benefits for all ADC employees.
3. Increase the number of female and minority employees promoted to/above state indicators.
4. Increase the number of female and minority employees earning greater than \$50,000 to/above state indicators.

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5. Recruit as many volunteers in corrections as are needed by the three divisions of ADC.
6. Hold Section Heads accountable for staff turnover in their sections.

**Retention**

**To be completed in FY 2005, led by Support Services**

1. Introduce all staff to the Code of Conduct and Professional Principles and the expectation they are accountable for their conduct on and off duty.
2. Improve communication between management and line staff.
3. Improve employee development to increase staff promotions and improve PACE evaluations and peer-review assessments.
4. Improve training for staff and supervisors on the rights and responsibilities of employees.
5. Better prepare new Correctional Officers for working in a prison environment in part by reinstating the Cadet and improving CO I classes.
6. Implement institutional work place tours for employees and their families.
7. Identify and improve quality of work life issues.
8. Develop a reception/orientation and ongoing mentoring for probationary employees.
9. Establish through ADOA a “master” class in every rank to recognize and reward exemplary uniformed and non-uniformed line staff and supervisors.
10. Encourage progressive movement by staff within and between job classifications and divisions to cultivate a well-rounded work force.
11. Create/maintain an organizationally safe environment, free of harassment and retaliation.
12. Create/maintain an organization promoting personal growth and professional development.
13. Review and revise tuition reimbursement policy; offering more staff additional entry-level training opportunities.
14. Review and revise Critical Incident Stress Debriefing (CISD) program including follow-up, referrals, and expanding contract provider contacts as needed.
15. Evaluate and modify DI 601 (administrative investigations) and DI 508 (discipline).
16. Implement action plans to address BRP recommendations and OFI as funds permit.

**FY 2006 to FY 2009, Ongoing, led by Support Services**

1. Diligently pursue an equitable pay plan that resolves compression and promotional disparities for all ADC employees.
2. Monitor and publish employment trends by unit, complex and field office to improve ADC outcomes including staff complaints (grievances, EEOC filings, ADC office of labor relations contacts, lawsuits), major and minor rule violations, vacancy and turnover rates, and prevailing wages in comparable in-state sister agencies and sister states.
3. Provide technical, training and procurement supports necessary to enable all divisions to timely meet published goals.

**Recognition**

**To be completed in FY 2005, led by Support Services**

1. Critique/improve the system-wide and complex-specific formal recognition programs.
2. Develop department-wide recognition for good attendance with recognition leave, etc.
3. Revise PACE evaluation system.
4. Establish Department-wide program to recognize longevity and performance.
5. Implement action plans to address outstanding BRP and OFI recommendations as funding permits.

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6. Increase public awareness and understanding of ADC, forming a work group to identify strategies and developing a PSA anti-crime initiative.

**FY 2006 to FY 2009, Ongoing, led by Support Services**

1. Promote an environment that encourages positive recognition for contributions to ADC values, mission and goals.
2. Continue to expand meaningful participation of line staff in planning/executive meetings.
3. Continue to expand meaningful participation of line staff and supervisors in B2B activities.
4. Conduct regularly scheduled formal recognition programs.
5. Implement, certify qualified staff as soon as eligible as Specialists in all classifications.

**Staff Development**

**To be completed in FY 2005, led by Support Services**

1. Review and revamp ADC's administration and organization of training programs to integrate and improve staff training and career development.
2. Finalize integration of the B2B approach to staff assessment and training.
3. Establish FTO for new Correctional Officers, and an OJT/mentoring program for new staff of other classifications, including contract employees.
4. Finalize integration of pre-service and in-service training, creating one training structure.
5. Implement action plans to address BRP recommendations and OFI as funding allows.
6. Expand tuition reimbursement to cover professional training certificate programs including POST and required continuing education activities.
7. Develop and administer training to Tactical Support Unit (TSU) team members including negotiators.
8. Develop and implement a schedule for inter-agency training in the area of emergency-preparedness.

**To be completed in FY 2006, led by Support Services**

1. Pursue legislation enabling POST certified staff to secure secondary employment in law enforcement.
2. Assess all staff that perform FTO functions and re-certify all qualified instructors.
3. Increase the numbers of women and minorities performing FTO functions, all work locations.

**Ongoing**

1. Develop formal process to acquire, evaluate, disseminate and adopt-adapt as appropriate the field's best and next practices.
2. Encourage support services staff to be involved in their local community and recognize those who are.
3. Develop constituencies in the public and private sectors to advocate for ADC activities.
4. Routinely monitor and periodically evaluate ADC activities and outputs for compliance; regularly publish ADC outcomes.
5. Continue to develop community resources that are readily available and affordable.

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**STRATEGIC ISSUE 4: Providing victim-focused and victim-friendly services to crime victims and survivors.**

ADC has had limited involvement with victim services and none with restorative justice programs but seeks to significantly increase its involvement in this area. Crime victims are often unable to obtain timely, reliable information about offenders and to secure court-ordered restitution. We expect offenders to accept responsibility for their criminal conduct, express remorse, and repair the harm they caused crime victims and to this end, are developing and expanding three kinds of restorative justice programs – Impact of Crime on Victims (ICVC) classes and community service that benefits crime victims organizations department-wide, and victim-offender dialog on a limited basis – that are victim-focused and services that are victim-friendly to better serve the crime victims’ community, and engage offenders in activities that mitigate the harm they have done to others.

**Strategies:**

**To be completed in FY 2005, led by the Office of the Director**  
**Victim Services**

1. Establish an office providing comprehensive victims services so that crime victims have personal contact with ADC and inquire about the status of the offender, obtain information about ADC operations, and participate in ADC victims’ programs.
2. Include in the office, advocacy and information for ADC employees who are crime victims and victims of workplace violence.
3. Establish a Crime Victims’ Advisory Council.
4. Improve the current crime victims’ automatic notification process (VINE) and add trained staff to respond in person.
5. Develop a victims’ service web page in English and Spanish.
6. Develop partnerships with crime victims’ assistance organizations such serving those affected by DUI (including MADD), Domestic Violence, Homicide, and Sexual Assaults.
7. Identify and train facility liaisons to the victims’ community.
8. Develop pre-service and in-service training segments for staff.
9. Develop a notification and response process to provide crime victim services to staff who are victims of crime in the workplace.
10. Implement action plans to address BRP recommendations and OFI.

**Restorative Justice Programs**

1. Require all offenders to express remorse to the victim community through restorative activities developed in conjunction with victims’ organizations in their host communities.
2. Establish and evaluate a community-based Re-Entry Advisory Panel for prison releases.
3. Establish and evaluate victim impact panels in every facility and field office.
4. Facilitate individual offender and victim dialogue where practical and feasible.
5. Expand opportunities for offender participation in charitable campaigns and activities.
6. Regularly schedule fundraising opportunities in which offenders participate.
7. Monitor ADC activities and outputs for compliance; regularly publish ADC outcomes.
8. Evaluate and adopt-adapt as appropriate the field’s best and next practices.

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**Victim Services and Restorative Justice Programs, Ongoing, led by Office of the Director**

1. Develop formal process to routinely acquire, evaluate, disseminate and adopt-adapt as appropriate the field's best and next practices.
2. Encourage staff to be involved in their local community and recognize those who are.
3. Expand constituencies in the public and private sectors to advocate for ADC activities; develop outreach program to garner public support for victims' services and issues.
4. Continue to develop community resources that are readily available and affordable.
5. Develop media messages on victims programs and services.
6. Routinely monitor and periodically evaluate ADC activities and outputs for compliance; regularly publish ADC outcomes.
7. Develop and distribute prevention education (i.e., videos on sexual predators).
8. Partner with prosecutors' offices (i.e., county attorney, attorney general).
9. Promote a victim-sensitive culture throughout ADC and its partner agencies in criminal justice and law enforcement.
10. Improve the restitution process and increase enrollment of eligible inmates.
11. Increase collection of court-ordered restitution.
12. Develop annual ceremonies in recognition of victims' rights week.
13. Draft legislation to address system deficiencies (i.e., rape shield law, confidentiality for on-duty correctional employees who are crime victims).
14. Monitor ADC activities and outputs for compliance and regularly publish ADC outcomes.
15. Evaluate and adopt-adapt as appropriate the field's best and next practices.
16. Implement action plans to address BRP recommendations and OFI.

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## **Resource Assumptions**

**NOTE: THE FOLLOWING RESOURCE ASSUMPTION PROJECTIONS  
(CALCULATED IN CONSTANT DOLLARS) ARE ESTIMATES ONLY, AND WILL  
CHANGE BASED ON INFLATION AND ECONOMIC CONDITIONS.**

<b>Total of all Strategic Issue Resource Assumptions</b>						
(calculated in nominal/constant dollars)	FY 2004 Appropriation (actual)	FY 2005 Appropriation (actual)	FY 2006 Budget Request	FY 2007 Estimate	FY 2008 Estimate	FY 2009 Estimate
Full Time Equivalent (FTE)	10,039.4	10,322.4	11,378.9	11,783.2	12,174.8	12,579.5
General Fund	607,112,400	620,945,800	920,945,800	957,783,632	996,094,977	1,035,938,776
Other Appropriated Fund	42,614,600	42,354,600	42,354,600	42,354,600	42,354,600	42,354,600
Non Appropriated Fund Expenditures	40,279,700	40,279,700	40,279,700	40,279,700	40,279,700	40,279,700
Federal Funds Expenditures	8,481,700	42,190,890	9,031,856	9,031,856	9,031,856	9,031,856
Agency Total Funds	698,488,400	745,770,990	1,012,611,956	1,049,449,788	1,087,761,133	1,127,604,932

Notes:

The General Fund assumes a 4% increase for inflation.

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## **Measures of Success**

### ***Critical outcomes: Offender Operations***

Inmate-on-staff assaults per 1,000 inmates
Inmate-on-inmate assaults per 1,000 inmates, major
Inmate-on-staff assaults per 1,000, minor
Escapes from secure perimeters
Escapes from exterior work crews
Major disturbances
Minor disturbances
Programmable inmates placed in appropriate full time work assignments
Programmable inmates placed in appropriate part time work assignments
Major rule violations
Minor rule violations
Interdictions, drugs/paraphernalia in prison
Units compliant with annual audits
Inmates/offenders randomly tested for drugs each month; positive UA results
Inmates/offenders randomly tested for alcohol each month; positive breathalyzer results
Inmates performing community service
Inmates assigned to public sector IGA
Inmates assigned to private sector employers
Inmates assigned to ADOT
Inmates assigned to State Land fire/brush/reforestation crews
Inmates with court-ordered restitution, partial payment collected; dollars collected
Inmates with court-ordered restitution, payment fully resolved; dollars collected
Offenders on community supervision arrested for new felony crimes
Offenders on community supervision, revoked for new felony crimes
Offenders on community supervision, warrant issued for technical violations
Offenders on community supervision, revoked for technical violations
Offenders on community supervision, warrant issued for absconding
Ex-offenders revoked for new felony crimes
Inmate grievances filed by type, inmate grievances upheld
Inmate lawsuits filed by type, inmate lawsuits upheld

### ***Critical outcomes: Program Services***

<b>Intake and Assessment</b>
Inmates fingerprinted, photographed, assessed by custody level
Inmates identified, assessed for STG validation, file initiated
Inmates identified, assessed for protective custody, file initiated
Inmates admitted with less than 6 months to serve by custody level
Inmates admitted with more than 6 months to serve by custody level
Intake assessments (under 6 month stay) completed within 3 days, 5 days (over 6 month stay)



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<b>Education</b>
Inmates in need of Functional Literacy instruction, not enrolled
Inmates enrolled in Functional Literacy
Inmates achieve 8 <sup>th</sup> literacy standard
Average grade gain/month
Inmates in need of special education, not enrolled
Inmates enrolled in special education within 21 days of intake
Inmates in need of GED preparation, not enrolled
Inmates enrolled in GED preparation
GED graduates
Inmates in need of Work Based Education, not enrolled
Inmates enrolled in Work Based Education
Inmates successfully complete Work Based Education
Utilization rate for ABE/GED classes, seats/slots above 90% occupancy
<b>ACI</b>
Inmates eligible for ACI work program, not enrolled
Inmates eligible for ACI work program, enrolled
ACI revenue
ACI revenue expended on Work Based Education
<b>Religious Programs</b>
Inmates attending worship services
Inmates participating in other religious activities
RIFRA complaints, upheld
<b>Substance Abuse Programs</b>
Inmates in need of substance abuse education, not enrolled ; inmates in need of short term treatment, not enrolled; inmates in need of long term treatment, not enrolled
Inmates enrolled in substance abuse education, short term/long term treatment
Inmates successfully complete substance abuse education, short term/long term treatment
Utilization rates for SA education, short term/long term treatment slots above 90% occupancy
Inmates successfully completed SA education, short term/long term treatment, UA test positive
<b>Mental Health Program</b>
Inmates in need of mental health services, not enrolled
Inmates in need of mental health services, enrolled
Inmates successfully complete mental health services
Inmates in need of psychotropic medication, compliant with prescription
Inmates placed on suicide watch
Inmates committing suicide
<b>Sex Offender Program</b>
Inmates in need of sex offender treatment, not enrolled
Inmates in need of sex offender treatment, enrolled
Inmates successfully complete sex offender treatment

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<b>Health Services</b>
Average daily healthcare cost per inmate
Days, in-patient hospital care
Days, step-down care
Inmate medical grievances; upheld

***Critical outcomes: Support Services***

<b>Human Services</b>
Staff grievances; upheld
Staff EEO complaints; upheld
Staff resignations
Staff vacancy rate
CO turnover
<b>Staff Development and Training</b>
Core competency testing, staff ; passing scores (70% or greater)
Core competency testing, staff ; passing scores (80% or greater)
Utilization, tuition reimbursement

***Critical outcomes: Office of the Director***

<b>Victim Services Office</b>
VINES registrations/notifications
Inmates participating in victims-focused community service (restorative justice)
Crime victims/inmates participating in Impact of Crime on Victim classes
Staff who are crime victims served by CISD
Staff who are crime victims served by OVS

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## **Definitions**

### **At Risk**

Inmates with a propensity for violence to themselves or others per empirical data and clinical assessment are at risk for relapse, revocation, and recidivism.

### **Back to Basics**

Agency-wide emphasis on fundamental security practices.

### **Best Practices**

Strategies, activities, or approaches empirically demonstrated to be efficient and effective.

### **Compression**

Salary inequities resulting from little to no differences in compensation within and between grades or and positions.

### **Core Competencies**

The department's core competencies encompass basic security skills and essential correctional concepts.

### **Correctional Professional**

A correctional professional is a well-trained employee of ADC, diligent in his execution of Department policies and state and federal law. His performance improves public safety. He is impartial, has integrity and is ethical throughout his career. The correctional professional interacts with his supervisors, colleagues, subordinates, offenders and the general public with respect, fairness, honesty and dignity. A corrections professional continually strives to improve his performance, and keeps abreast of the field's best practices. A corrections professional teaches and leads by example, modeling and mentoring staff and offenders.

### **Direct Supervision**

Staff interacts routinely and professionally with the offender population, where appropriate in a physical plant with less physical barriers, in prescribed ways that promote professional interactions.

### **Field Training Officer (FTO)**

A FTO is a designated employee that provides on-the-job-training (OJT) to new employees and on-the-job-retraining (OJRT) to tenured staff.

### **Flagship**

The finest, largest, or most important one of a series, network or chain; the one that sets the standard; the standard bearer; ADC

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**Full-Time Work Assignment**

The assignment of an offender to 30 or more hours per week of treatment, school, vocational training, ACI and/or other work

**High Risk Offender**

An offender with a propensity for recidivism, violence against self or others, and/or escape per empirical data and clinical assessment.

**Indirect Supervision**

Staff has minimal contact with inmate. Structural barriers in physical plant and operational barriers in post orders and assignments restrict interactions between an employee and inmates.

**Inmate**

An inmate is a felon serving a sentence imposed by the state in a state correctional facility.

**Inmate-on-Inmate Aggravated Assault**

One offender intentionally causes serious physical injury or uses a weapon or dangerous instrument during an assault on another offender.

**Inmate-on-Inmate Assault**

Physical contact by one offender with the intent to cause or provoke injury to another offender

**Inmate-on-Staff Assault**

Intentional, physical contact by an offender on any staff member as outlined in A.R.S. 13-1203, A.R.S. 13-1204, and A.R.S. 13-1212. Inmate assault on staff includes but is not limited to an offender who intentionally, knowingly or recklessly causes physical injury or strikes a staff member with a weapon or object, or hands, fists or feet with the intent to cause harm or physical injury to that staff member; an offender who knowingly touches a staff member with the intent to injure, insult or provoke such person; an offender committing an assault with bodily fluids by throwing or projecting any bodily fluid at or onto a correctional employee ("bodily fluids" are saliva, blood, seminal fluid, urine or feces).

**Leisure Time**

The hours during which an inmate is not specifically assigned to treatment, school, vocational, ACI and/or other work. Leisure time activities include victim-focused community service (Restorative Justice), community service, religious activities, recreation, self-study, distance learning, AA-NA and other volunteer substance abuse programs, and visitation.

**Lethal Force**

The degree of authorized physical force certain staff may employ to cause death or serious physical injury, or in the manner of its use or intended use capable of creating a substantial risk of causing death or serious physical injury.

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**Less-Than-Lethal Force**

The degree of authorized physical force that an authorized employee may direct toward the body of another person that is not likely to result in death including confinement, physical restraint, weaponless defensive/arrest tactics, and deployment of less-than-lethal specialty munitions.

**Major Rule Violation**

A rule violation of such magnitude (including some persistent minor rule violations) that the inmate's action significantly impacts the safety, well-being and/or security of staff, unit operations or other inmates. A finding of guilty may result in major penalties including loss of earned release credits, restitution, placement in a non-earning status and disciplinary detention.

**Master Class (specialist classification)**

Staff demonstrating the highest level of proficiency in the performance of their duties is eligible to earn special designation and a pay differential, pending ADOA approval.

**Minor Rule Violation**

A rule violation where there is no threat to the safety, well-being or security of staff, unit operations, or other inmates. Informal resolution is not sufficient to address the behavior but loss of earned release credit, placement in a non-earning status or disciplinary detention as restitution is not warranted.

**Offender**

An inclusive term for any felon under the authority of ADC and includes both inmates confined in state prisons and those completing their state sentence under community supervision.

**On-the-Job Retraining (OJRT)**

Competency based classroom and practical applications of basic correctional skill sets for tenured Correctional Officers.

**On-the-Job Training (OJT)**

Competency based classroom and practical applications of basic correctional skill sets for probationary Correctional Officers.

**Parallel Universe**

An approach to pre-release preparation whereby inmates' daily activities are conducted as much like the real world as possible so that they acquire the social skills, work habits, and underlying values directly associated with being a productive, law-abiding citizen.

**Part-Time Work Assignment**

The assignment of an offender, 15 or more hours but less than 30 hours per week, to treatment, school, vocational training, ACI, and/or work.

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**Peer Review Assessment**

An assessment of a work unit's compliance with ADC policies and procedures by peer subject matter experts (SME) ensures agency standards are being met and areas of sub-standard performance are identified and corrected.

**Program Capacity**

The number of offenders served per classroom, treatment program and work assignment. Capacity is determined by the agency.

**Programmable Offender**

Every offender who is mentally and/or physically able to participate in school, vocational training, work, and/or treatment is programmable whether or not he is in the general population absent Agency security concerns to the contrary. All programmable inmates shall be assigned to programs on a full-time basis unless medically excused. Inmates with high mental health scores in a mental health program and general population inmates assigned to ACI are both programmable, as examples.

**Propensity for Violence**

An offender's propensity for violence is his likelihood to harm himself or others per empirical evidence. The extent to which an offender demonstrates a propensity for violence impacts his work and housing assignments and custody level or level of supervision.

**Random Sample**

A representative sample is randomly drawn from a population so that each member of that population has an equal chance of being selected for testing or assessment.

**Recidivism**

The arrest, conviction and commitment of a former ADC inmate to ADC

**Relapse**

The reoccurrence of unauthorized conduct including as examples, consuming alcoholic beverages, and using drugs in an unauthorized manner

**Restorative Justice**

A justice system that includes crime victims in its policies, procedures and programs; Restorative Justice affirms the rights of crime victims and affirms the state's responsibility to restore victims and survivors to the extent possible. A Restorative Justice program expects offenders to recognize the impact of their criminal behavior, express remorse and work toward repairing the harm to victims and community.

**Risk Assessment**

A risk assessment is the empirically based determination of an offender's risk to harm self and others. It is a basis for custody classification in prison and community supervision.

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**“Shafer Plan”**

Comprehensive pay plan for Security, Programs and Parole series staff; it moves staff to "at market" salary levels, institutes annual pay increases, aligns salary ranges within the three series.

**Step Down Process**

An incremental approach to integrate special population inmates into the general population

**Subject Matter Expert (SME)**

A correctional employee recognized by ADC as having the expertise in a specific subject such as key control or inmate classification.

**Target Sample**

Individuals specifically selected for testing or assessments are targeted for cause.

**Transition Plan**

A checklist of re-entry requirements that inmates are required to satisfy prior to release from prison including as examples, developing a viable home plan, acquiring a positive identification document, accruing some savings.

**Treatment**

The systematic administration of a clinical service by licensed personnel to an inmate or offender to address an identified physical, cognitive and/or psychological need is treatment.

**Treatment Space**

Designated area in which services are provided. ADC determines treatment capacity.

**Unit Management**

Decentralized and delegated authority to a multi-disciplinary team at the unit who assesses inmates' program needs and monitor their participation, and resolve as many issues that impact conditions of confinement at the unit level as possible Unit management places inmates and staff in close proximity to each other to promote informed, pro-social problem solving.

**Use of Physical Force**

Staff is authorized to use physical force per DO 804 only after persuasion, counseling, warnings and direct orders fail.

**Weapon (inmate made)**

Any object constructed or used by an offender to cause injury or provocation to another offender or staff.

**Work**

Any ADC-approved full or part time work-day activity whether institution or community-based; as examples, an ACI assignment, enrollment in a GED class or a sex offender treatment program.